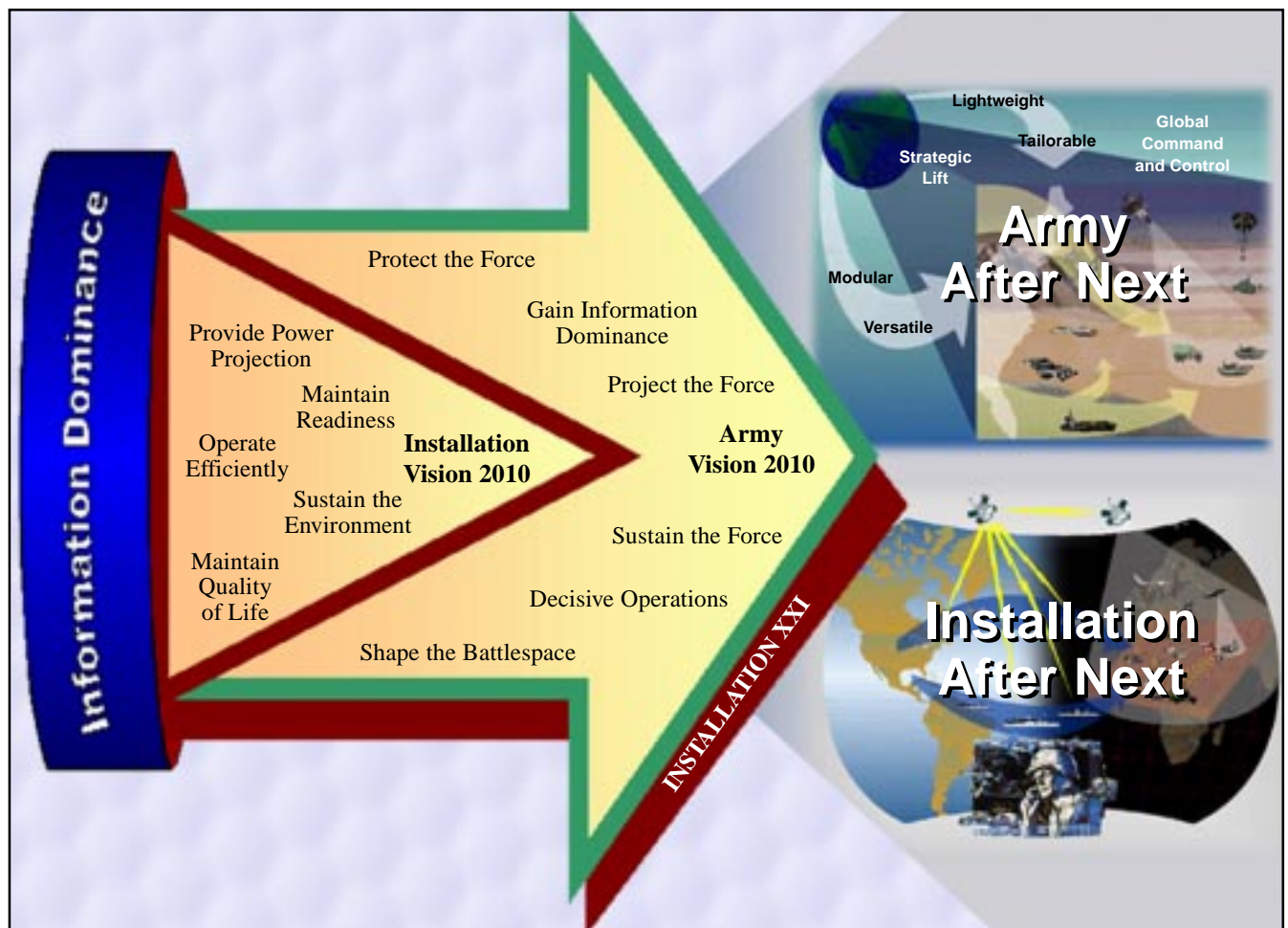


Introduction

Army Vision 2010 is the blueprint for the Army's contributions to the operational concepts identified in Joint Vision 2010. It is the conceptual template for how the Army will channel the vitality and innovation of its soldiers and civilians and leverage technological opportunities to achieve new levels of effectiveness as the land component of the joint warfighting team. Installation Vision 2010 is an integral component of this template. Installation Vision 2010 defines tenets, goals, and strategies as they cascade from a model based upon the Government Performance and Results Act (GPRA). This process continues with the Installation Management Action Plan and concludes in the Standards, Tasks, and Milestones of the plans developed by the Assistant Chief of Staff for Installation Management (ACSIM), Major Commands (MACOM), and installations.

In addition to the changing geostrategic arena discussed in Joint Vision 2010 and Army Vision 2010, a largely CONUS-based, smaller Army, the realities of the post Cold War era, and constrained DoD budgets require an examination of how we can better meet the demands of the next millennium.



Installation Vision 2010 is an essential step in the transition process, complementing the Army's vision of Army XXI by defining Installation XXI. It develops the concepts and methodologies to improve installation capabilities and define future operational concepts, infrastructure, and technologies in order to satisfy future demands. It establishes a disciplined and orderly approach to bring about the necessary changes in our installations to evolve into Installation XXI and to set the stage for continuing evolution to Installation After Next.

While implementing these necessary changes we must be careful not to lose sight of the heritage and culture that undergirds our Army. The Army is people. Our Army is a Total Army of Active, Army National Guard and Army Reserve soldiers, and civilians who serve the Nation daily at home and abroad.

Presently, there are approximately 480,000 soldiers on active duty; over 60% are married, and approximately 15% are women. On any given day, over 30,000 of this diverse population are deployed to more than 70 different countries performing a wide range of operational and training missions. This operational tempo (OPTEMPO) is likely to continue. One hundred thousand soldiers are stationed overseas and are building relationships with foreign armed forces and populations, promoting regional stability and thus keeping potential dangers to our security from becoming full-blown threats.

The Army National Guard and Army Reserve are equally committed. The Army approaches every operation as a Total Force. Since the earliest days of our Nation, America's Army has worked as one team. As the Army experiences rapid change and greater involvement in the post Cold War world, Total Army integration takes on greater importance.



This very busy Army is meeting these increased demands with a much smaller force. During the same time period that we have been operating at this unprecedented pace, our Army has reduced total personnel by 646,000, the number of active divisions from 18 to 10, and National Guard brigades from 53 to 42. At the same time, we have reduced the Army Reserve from 23 commands worldwide to 10 stateside and 3 forward-deployed Reserve Component support commands.

Influences on how we change installations extend beyond the geopolitical landscape. The increased cost of doing business, the availability of like services in nearby communities, and the ever changing expectations of our more diverse and educated soldiers, require us to critically analyze our services. We must determine the services we will continue to provide, the ones we should divest, those that should be competitively contracted or consolidated, and how to fund and support those services we retain.

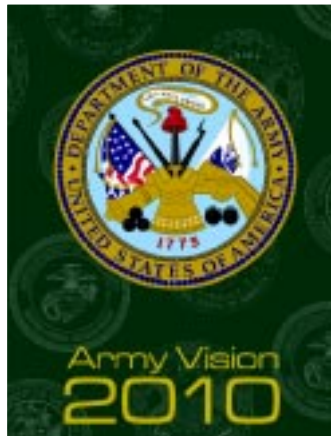
Consequently, we must transition our installation support system to meet the continuing increased demands of our Total Army in the emerging geostrategic arena and accommodate the realities of a smaller force operating within constrained resources.

Installation Vision 2010 provides the conceptual roadmap for how we will accomplish this transition. It proposes five tenets to enable the operational concepts and patterns of operation articulated in Joint Vision 2010 and Army Vision 2010 respectively. These tenets:

- ◆ Maintain Readiness
- ◆ Provide Power Projection
- ◆ Maintain Quality of Life
- ◆ Sustain the Environment
- ◆ Operate Efficiently

serve to define the concept of Installation XXI and Installation After Next. We have made significant gains within the functional areas of each of these tenets:

- ◆ We have improved our ranges and upgraded the management of training lands. Readiness is more than training and we must also improve the other infrastructure and its management in order to fully support readiness.
- ◆ We have upgraded our strategic mobility infrastructure to speed deployment. We must now continue that work by maintaining those facilities, adapting them to changing requirements and linking units and all their support bases in order to provide continuous power projection.



- ◆ We have improved the quality of life of our soldiers and their families. As we transition into the 21st Century we must address changing quality of life expectations and continue to focus on our enduring values.
- ◆ We have become better stewards of our environment. We must continue to be vigilant and proactive. Promoting pollution prevention and conservation will ensure our training ranges and facilities remain available to support our soldiers. We must be fully committed to sustaining the Nation's resources for future generations as an integral part of our mission.

- ◆ We have begun implementing better business practices, which allow us to rely more on the private sector where it makes sense. We have disposed of a substantial amount of excess space. We have also begun a significant evaluation of competitive sourcing opportunities. We must continue to exploit these and other opportunities to improve the efficiency of our installation operations.

We cannot rest on our progress to date. There is a great deal of work to be done. Tomorrow's installations must be fully integrated into local civilian communities with sufficient and focused resources

to support the core competencies that facilitate the Army's evolution into a full spectrum force. Installation Vision 2010 provides the intellectual construct to help us realize that goal.



Developing the Vision

Installation XXI Enduring, Efficient, Effective

It will take more than simply projecting today's installation capabilities and management practices into the 21st Century to adequately support the patterns of operation articulated in Army Vision 2010 and the operational concepts discussed in Joint Vision 2010. Installation XXI and Installation After Next will receive, train, and project the force rapidly and decisively to support full-spectrum dominance operations around the globe. Accordingly, improved and integrated air and railheads, netted digital communication systems, agile logistics, automated range facilities, and predeployment simulation training must become the norm if we are to provide a sustaining base that effectively and efficiently supports the warfighter of the future.

Installations must support power projection by expanding appropriately and rapidly to provide the full spectrum of reliable services in support of Joint Vision 2010 and Army Vision 2010. How we do this will be markedly different from today, but the overarching themes — *enduring, efficient, effective* — that have guided our commitment to excellence over the years will remain constant as we move through Installation XXI to Installation After Next.

- ◆ *Enduring.* Continuing to provide a top-quality environment in which soldiers, their families, and civilians live, work, and train to meet the operational demands of our Nation while eliminating excess and consolidating functions wherever possible.
- ◆ *Efficient.* Requiring fewer resources to meet greater demands while focusing on core competencies.

- ◆ *Effective.* 21st Century installations must support readiness and power projection by successfully projecting and sustaining a trained and ready Total Army.

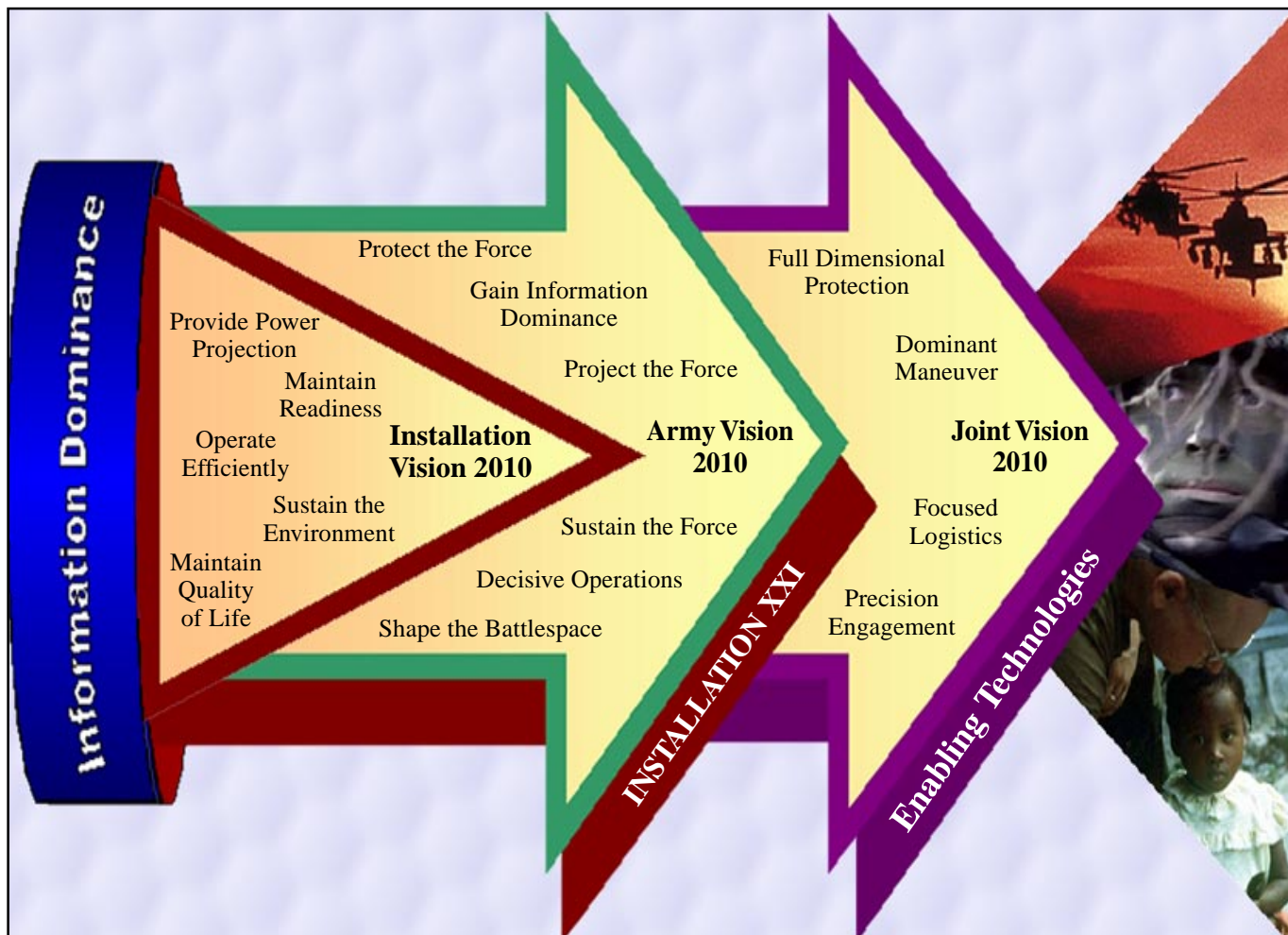
Although maintaining readiness and projecting power are key missions of installations, we must not overlook the sense of community and belonging that installations provide. The installation as a community provides quality of life and provides the living and working environment in which we instill our enduring values: Loyalty, Duty, Respect, Selfless-Service, Honor, Integrity, and Personal Courage.

Enabling Joint Vision 2010 and Army Vision 2010

Installation Vision 2010 is an extension of the operational concepts and patterns of operation outlined in Joint Vision 2010 and Army Vision 2010. It supports and builds upon the vision continuum by defining the long-term concepts for Army installations in the 21st Century. Incorporating the requirements of the Government Performance and Results Act (GPRA), Installation Vision 2010 integrates its tenets, goals, and strategies into the Assistant Chief of Staff for Installation Management's Installation Management Action Plan (IMAP). These two documents provide commanders an understandable and comprehensive guide for planning purposes.

Tenets

Installation Vision 2010 embraces five tenets — Maintain Readiness, Provide Power Projection, Maintain Quality of Life, Sustain the Environment,



and Operate Efficiently. These tenets define the major thrusts for Installation XXI and Installation After Next.

A key enabler for the five tenants is information dominance. It is essential to the fulfillment of Army Vision 2010, and it is no less essential to the success of installations of the future. Installation XXI must be equipped with the latest information technology allowing it to operate efficiently and interface in real-time with its customers worldwide.

Another enabler is the contribution of the Army civilian workforce. The importance of their knowledge and stability will continue to increase as the transition to Installation XXI proceeds. It is their tenacity, know how, and willingness that will yield success.

Maintain Readiness

Maintaining readiness will remain the Army's number one priority. Maintaining readiness is not achieved by choosing among force structure, modernization, training or infrastructure. In fact, readi-



ness is realized through a delicate balance of these components to provide soldiers with the facilities to train, maintain and sustain; a quality of life commensurate with their civilian counterparts; the best organizational structure to maximize the effectiveness of their modernized systems; and a performance-oriented training program to employ those systems in the most effective manner. Readiness means an Army trained to achieve full-spectrum dominance in the 21st Century. It is an integral part of Joint Vision 2010, Army Vision 2010, and Installation Vision 2010. None of these visions can be brought to fruition if readiness is not sustained throughout the transition process.

Provide Power Projection

All installations will support power projection by continuing our fundamental responsibility to raise, train, and equip a force capable of meeting the Nation's needs. Installation XXI will have an infrastructure that enables the Army to rapidly respond to and sustain military actions worldwide from its installations. Installations will be structured to expand operations and facilities rapidly. Commercial provision of goods and services will augment installation capabilities. Operational sup-



port, maintenance, intelligence operations, and logistical support will be provided incrementally from multiple sites, complementing the force as it hones its readiness. Digitized and automated communication systems on installations will be essential to the power projection mission.



Maintain Quality of Life

Quality of life addresses the ever-changing expectations of our more diverse and educated Army in three critical areas: how soldiers and their families live; where soldiers and their families live; and where soldiers and civilians work. Installation XXI must address the demands the mission places on the soldier, Army families, and our civilian workforce. In the constrained funding environment of today and the future, the Army will endeavor to find the right balance between available government funds and community assets to create the opportunity for a better quality of life for our soldiers, their families, and civilians. Installation XXI organizations and infrastructure will support the Army's commitment to quality of life programs, support services, and facilities for soldiers, their families, and other authorized patrons, commensurate with those of their civilian counterparts.



Sustain the Environment

Sustaining and conserving the Nation's resources for future generations is an integral part of the Army's mission. Pollution prevention, a key pillar in the Army's environmental program, supports cost-effective, sustainable operations by reducing future costs of control and cleanup. Conservation of the Army's 12 million acres of land is a mission enabler that maintains a realistic training setting, stabilizes fragile resources, and contributes to the quality of life for soldiers, their families and the general public. Environmental stewardship must be a consideration in everything the Army does. Installation XXI will routinely incorporate environmental values into everyday business.

Operate Efficiently

Creating and taking advantage of efficiencies call for a well-executed customer-centered approach to continuous improvement. Originally a private sector initiative, today's Total Army

Quality is the catalyst for the necessary paradigm shift. It recognizes both the enduring nature of change and the imperative of mission accomplishment while emphasizing an integrative, comprehensive, and holistic approach that embodies total quality management, value engineering, business process reengineering and change management. Throughout the Army, efforts are underway to achieve efficiencies by reducing and avoiding costs, generating and collecting revenue, streamlining and consolidating operations, and using partnerships and regionalization to reduce infrastructure requirements. These changes are only the beginning. The intent of Installation Vision 2010 is that our installations, training centers and depots become every bit as lean, focused, efficient, and responsive as our very best warfighting units, and the very best American communities. Further infrastructure reductions, streamlining operations, mission alignment, greater reliance on commercial practices, and competitive sourcing and privatization of non-core competencies must continue.



Our primary focus has always been on soldiers and their families and this must not change.

Tenets to Goals

Tenets define a global concept of the major thrusts that must be pursued in order to achieve the vision. Tenets do not however, measure success. Installation Vision 2010 requires a cascaded approach to achieve its final objectives. For the five tenets there are eight goals, and for each goal, strategies to achieve the goal.

Tenets

Goals

Maintain Readiness

1. **Human Resources.** Transform installation management human resource programs.
2. **Investment Plan.** Resource and implement investment plans for enduring 21st Century installations to revitalize or replace essential infrastructure and adequately support services.

Provide Power Projection

3. **Power Projection.** Enable installations to meet the power projection mission.

Maintain Quality of Life

4. **Quality of Life.** Provide a suitable level of quality of life at a reasonable cost.

Sustain the Environment

5. **Environmental Stewardship.** Integrate environmental values into Army missions and implement cost-effective stewardship to sustain the environment.

Operate Efficiently

6. **Installation-Level Business Processes.** Institute installation level smart business processes to mitigate resource constraints, improve customer service, and to reduce the cost of operating installations.
7. **Community Integration.** Partner with local communities to enhance installation operations.
8. **Resource Management.** Provide commanders the management information necessary to determine priorities

Maintain Readiness

Readiness is more than soldiers and equipment ready for a mission. Readiness is a combination of quality leaders, soldiers, their families, civilians, equipment, training, facilities, installations, maintenance, sustainment, quality of life, and projection capability. Installations, training centers and depots and their resources contribute to readiness in each of these areas.

Goal 1

Human Resources. Transform installation management human resource programs.

This goal addresses the human aspect of readiness. The various human resource initiatives of the past did little to recognize and develop the installation management workforce as a cohesive unit. As objectives were evaluated for the 21st Century, it was determined that the human resource programs should be transformed to build a committed, versatile installation management team capable of meeting the uncertainties and complexities of a constantly changing environment. The challenge is to determine the best approach to accomplish this objective, in the shortest period of time, and within resources.

Strategy

- ◆ **Develop installation management human resources.**

The base support umbrella spans several functional areas and 34 separate career fields. Traditional development in base support has been stovepiped. This approach is no longer satisfactory. Today, integration is critical to effective and efficient installation management. Garrison management at the installation level spans beyond functional boundaries. Integration is also key at higher levels of command. Therefore, more emphasis must be placed on cross-functional development throughout the base support environment.

A significant achievement was the identification of the Installation Management position structure. This captures all positions that contribute directly to Army base support: at HQDA, all positions

performing management headquarters functions in support of base support; at the major command level, all positions having base support oversight responsibilities; and at the installation level, all positions assigned to a garrison, area support group or base

support battalion managing or executing base support services. The personnel proponent for installation management (the Assistant Chief of Staff for Installation Management) will implement a human resources development program that encompasses the civilian workforce at all command levels. Developmental initiatives for the civilian workforce in the installation management position structure



will be oriented to three groups (the garrison management staff, the professional and functional staff, and the support staff). A revised Army Civilian Training, Education and Development System (ACTEDS) Plan for Army Installation Management will document this initiative.

This transformation will utilize a process of developmental assignments throughout the Installation Management position structure. Such assignments will not be limited to the same command level or the same functional area. This practice will provide opportunities that will produce the desired integration and cohesiveness throughout the workforce. The Army must embrace professional development of the civilian workforce as we change the way we do business.

Goal 2

Investment Plan. Resource and implement investment plans for enduring 21st Century installations to revitalize or replace essential infrastructure and adequately support services.

For the foreseeable future, resources will remain constrained. We must spend our money wisely to focus on the most critical facilities supporting the mission and quality of life.

Strategy

◆ Resource installation services Base Operations Support and Real Property Maintenance.

Our efforts to resource installation Base Operations Support (BOS) and Real Property Maintenance (RPM) accounts will focus on the ability to provide quality services and facilities

for soldiers and their families while revitalizing the infrastructure. Dollars and manpower are critical to delivering essential services on an installation. Base support is the key provider of these services. Tomorrow's vision calls for fair share payment, reimbursable cost sharing, fee for goods, and other processes by which dollars are earned. We are committed to funding installation requirements using all possible sources. Our strategy provides RPM resources

necessary to maintain and revitalize the critical infrastructure of the installation.

Installation XXI will fully sustain its facilities, continually revitalize its most critical facilities, and fully fund and staff the remaining installation functions either in-house or through contracts.



The importance of our Army civilian workforce will continue to increase as we transition to Installation XXI.

Provide Power Projection

The Army has changed from a threat-based, forward-deployed force to a CONUS-based full-spectrum, threats-adaptive, capabilities-based force. To successfully complete its mission, the Army must be able to project a ready force rapidly to the point of decision. Installations, both CONUS and OCONUS, are the platforms that launch and sustain this force.

Goal 3

Power Projection.

Enable installations to meet the power projection mission.

Installations contribute to power projection with key infrastructure, services, and sustainment operations.

Strategies

◆ Support strategic mobility program.

The Army Strategic Mobility Program (ASMP) will modernize and enhance our logistical, operational and support facilities to create efficient power projection platforms. Installations will provide reliable road, rail, sea, and air facilities to transport Army forces to meet deployment timelines for projecting the force in the 21st Century. Installations

not directly involved in deploying forces will be critical in training, sustaining, and supporting the force. Our strategy is to fully support the Army's strategic mobility program.

◆ Support information dominance programs.

Army XXI will be a fully integrated, digitized force using commercial information technologies to support total situational awareness and total as-

set visibility. A 21st Century digitized force cannot be supported by 20th Century installation information systems. Installation XXI must be fully integrated into the technological future of communications. Digitization for the installation commander and how he



uses that information differs only slightly from the requirements of a field commander. His information also must be current and accurate. Critical strategic and installation communication infrastructure is required to ensure vital information is passed from the deployed force to those home station installations providing logistical and sustainment support. Our strategy is to continue to support key informational infrastructure programs.

Army installations play a vital role in power projection.

Maintain Quality of Life

Quality of life is a top priority for the Army leadership. Quality of life programs play a key role in Army readiness and its ability to recruit and retain soldiers. Flexible programs and services encourage self-reliance and remain responsive to the changing needs of soldiers and their families in an environment where high OPTEMPO, frequent deployments, and long separations create increased stress. Quality of life programs and initiatives help soldiers and their families deal with this stress. These programs include morale, welfare, and recreation, housing, health care, and community support.

Goal 4

Quality of Life.

Provide a suitable level of quality of life at a reasonable cost.

One of the hardest questions is, “How much is enough?” Every commander strives to make improvements in the quality of life of soldiers, their families, and civilians commensurate with the civilian community. Our goal remains to provide a suitable level of quality of life at a reasonable cost.

Strategies

◆ Support essential Total Army quality of life initiatives.

Quality of life programs and initiatives are

linked to soldier morale, their commitment to the Army, and ultimately, force readiness. Quality of life and quality installations are inextricably linked in three areas:

- *Where soldiers and their families live* — Army family housing, single soldier housing, and in the local community.
- *Where we work* — workplace, environment, and safety.
- *How soldiers and their families live* — morale, welfare, recreation, health care, and compensation.

Effective quality of life programs and services are key to promoting soldier morale, esprit de corps, commitment, and a sense of belonging. Quality of life also promotes family qualities such as partnership, wellness, sense of community, and self-reliance. Installation XXI will address changing quality of life expectations.

◆ Maintain quality morale, welfare, and recreation programs.

The Army’s soldier, family, and community support programs are essential for an Army facing a demanding OPTEMPO and personnel tempo (PERSTEMPO). These customer driven programs provide integrated educational, preventive, and support services that directly affect soldier readiness and foster self-reliance. They assist soldiers and





their families with transition into the Army, frequent relocation, deployments and other absences, and life in the military community. Sports, fitness, recreation, library, leisure, and business programs foster mission

readiness, offer opportunities for social interaction, support professional and personal development, relieve stress, and provide ways for deployed soldiers to fill off-duty hours. Family support, child and youth programs provide options and resources to reduce the conflict between soldiers' family responsibilities and their mission requirements. Mission requirements and customer desires and interests combine to shape these programs in garrison and wherever soldiers deploy. Installation XXI will be adaptable in providing quality Morale, Welfare, and Recreation (MWR) Programs as demands change.

◆ Improve single soldier housing.

Providing quality barracks for our single soldiers enhances readiness. Quality barracks support the recruitment and retention of quality soldiers who will be called upon to conduct complex military operations in the 21st Century. Quality barracks provide a safe, clean living environment for the Army's most valuable asset — its soldiers.

The Army's number one facilities priority is the modernization of permanent party single soldier housing to the 1+1 standard or equivalent. The goal is to buyout permanent party barracks modernization in the United States by 2008, Europe by 2010 and Korea by 2012. Military construction, real property maintenance, overseas payment in kind, and host nation support funds will make this possible. Our challenge is to use all available resources and keep barracks modernization as a top priority. Installation XXI will provide and maintain quality barracks for our single soldiers.



People are at the core of what the Army is and does — soldiers, their families, and civilians living and working in a values-based organization.

Sustain the Environment

As an integral part of its mission, America's Army is committed to protecting the Nation's environment and conserving natural and cultural resources for present and future generations. The Army's environmental program sustains readiness, improves quality of life, strengthens community relations, monitors environmental health indicators, provides sound stewardship of resources, and gains efficiencies for the force.

Goal 5

Environmental Stewardship. Integrate environmental values into Army missions and implement cost-effective stewardship to sustain the environment.

Environmental values must become second nature for the individual soldier and civilian as well as for the Army as a whole. Environmental considerations will be part of doing business, much the same as safety. They must continue to be emphasized in order to ensure that we prevent problems that require costly solutions.



Strategies

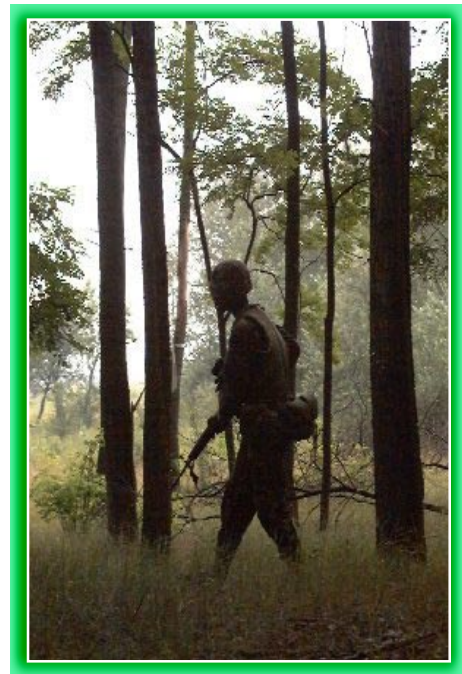
- ◆ **Attain and sustain cost-effective compliance with all applicable Federal and state regulations.**

By complying with environmental laws and regulations, the Army will foster good community relations and avoid unnecessary expenses from fines and penalties. Installation XXI will comply with all applicable regulations.

- ◆ **Manage natural and cultural resources to ensure continued availability of Army lands.**

The Army depends on large maneuver areas to conduct force-on-force training. Effectively managing natural

and cultural resources helps promote sound rationale for the sustained use of owned and withdrawn lands for mission training, quality of life activities, and recreation. Stewardship, protection, and preservation of historic properties enhance community relations. Conserving our valuable natural and cultural resources will be a normal activity for Installation XXI.



◆ **Focus funding for pollution prevention on high return projects to reduce future compliance costs.**

Installation XXI must execute pollution prevention strategies that focus on low technical risk, high return projects. Compliance solely by control measures will be unaffordable in the face of more demanding standards. These efforts must reduce the use of hazardous materials, incorporate environmental life cycle costing into the acquisition decision process, and emphasize reuse or recycling to minimize waste disposal. With the shift of environmental responsibilities to units and activities, the Army will adopt better business practices and strive to achieve sustained reductions in costs. Installation XXI will ensure that pollution prevention is integrated into everyday business.

◆ **Clean up past contamination on Army lands to protect human health and the environment.**

The Army will focus on high-risk site cleanup. The restoration program will develop a risk based,

most economical remedy for clean-up projects or determine that a remedy has achieved requirements with only monitoring required. To reduce program management costs, emphasis will be placed on site surveys to enable environmental close-outs. Innovative technology and peer reviews will reduce reliance on long-term operations for traditional pump and treatment systems, while ensuring public health and safety. Restoration



of Army lands will be a continuing activity of Installation XXI.

America's Army is committed to protecting the Nation's environment and conserving natural and cultural resources for present and future generations.

Operate Efficiently

Fewer resources, expanded missions, unpredictable change, and evolving technologies now require the Army to assess how installations function. Installation garrisons must define and reengineer those processes that are the core competencies of the garrison.

Requirements will always exceed resources. Taking the lead offered by the National Partnership for Reinventing Government's charter and Total Army Quality to provide a government that works better and costs less, installations must continue to seek ways to become more efficient through cost savings, cost avoidance, and focusing resources on areas essential to mission accomplishment. The most efficient provider should accomplish activities. Those activities not directly linked to Army core competencies should be turned over to private enterprises or non-Federal governmental agencies. Partnering with local communities must be a high priority.



Goal 6

Installation-Level Business Processes. Institute installation level smart business processes to mitigate resource constraints, improve customer service, and to reduce the cost of operating installations.

Garrisons perform over 100 functions that parallel those of a city, business, or commercial enterprise. Business, industry, and many governmental agencies have reengineered their processes to provide better services or products and gain efficiency and effectiveness. Garrisons must focus their energies on core competencies and key business drivers as they reorganize to become the most efficient organizations possible. Some areas that influence key business drivers are:

- *Mission accomplishment.* This is the largest consumer of resources. It is the primary focus of all activity on the installation. Mission accomplishment will dictate which services and facilities are needed, what level of support is required, and the timeliness of support.
- *Customer support.* This defines key business drivers that become garrison requirements. Customer expectations and the level of garrison support received determine the customer's level of satisfaction.
- *Competition.* This allows the garrison commander to look for the most efficient provider. Many services and facilities can be provided by commercial or other governmental sources.
- *Financial resource management.* It is the key to any successful business enterprise. The ability to make cost effective decisions provides a powerful tool to the garrison commander to accomplish the mission. Managerial costing techniques coupled with performance measures provide adequate and timely financial information.
- *Innovation.* This will expand as a result of reengineering efforts. Sound concepts and ideas should be reviewed for possible implementation. Impediments to innovation should be removed to fully leverage the reengineering process.

Installation Vision 2010 conceptualizes a garrison aligned to achieve more efficiency and reduce redundancy as it successfully accomplishes its mission. At the foundation of this concept are garrison business centers that are comprised of related activities from one or more key business processes. The linkage of key business drivers and core competencies to the appropriate business center is derived from the mapping of installation processes. Each business center is designed as a self-directed team-based enterprise. The team is made up of members who have the individual skills and expertise necessary for success. When practical, centers may be colocated or assigned to an organization. Teaming promotes ownership and ownership promotes commitment.

Garrison business center success depends upon the measurement and analysis of performance. Installation performance outcomes, whether linked to operational activities, product and service quality, customer satisfaction, financial results, or mission accomplishment, are critical in addressing the allocation of scarce resources. Measurements must be derived from the installation's long-range strategy and encompass all key processes.

Strategies

◆ Privatize or transition to business all Army Family Housing operations and management.

High quality Army Family Housing (AFH), like high quality barracks, enhances readiness. The Army strategy to deal with the high cost of revitalizing and sustaining AFH is to privatize and transition to a business basis all AFH operations and

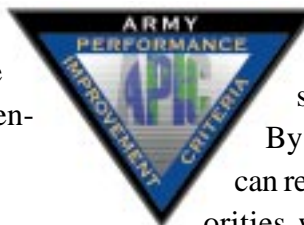
management to the maximum extent possible. All other AFH operations will be divested unless affordable within current resources. Private developers in the United States and an overseas non-appropriated funded housing authority will own and operate the AFH of Installation XXI.

◆ Reduce energy usage.

There are two strategies to reduce energy usage: improve facilities and equipment to make them more energy efficient and eliminate waste; and modernize central heating plant systems (least likely to be privatized compared to other Army utility systems). Modernization of heating systems also saves operations and maintenance funds with more efficient equipment, less fuel, fewer steam and hot water leaks, and less manpower. Managers of Installation XXI will continuously seek ways to improve energy efficiency and reduce costs.

◆ Privatize utilities.

Our strategy is to privatize utility systems (natural gas, waste, and water systems). Owning and operating utility systems is not a core function for the Army. By privatizing utility systems, installations can redirect their limited resources to higher priorities while acquiring reliable, professionally managed utility services through public or privately owned utility companies. Privatization frees the Army of ownership responsibilities by leveraging the utility industry's technical expertise, quicker project planning and execution, and access to capital. Commercial utility enterprises will own and operate the vast majority of utility systems of Installation XXI. Those few remaining systems owned by the Army will be modern and efficient.



◆ Reduce lease space

The Army has excess capacity while at the same time it leases a substantial amount of commercial space. Not only does this present an opportunity for savings and efficiency, relocating activities from leased space to Army installations ensures that installation provided services are fully utilized. For the Army this is a win-win decision. We reduce our lease payments, fill excess space, and better utilize installation services. The Army will continually review opportunities to move activities, when economically and operationally sound, to military installations.

◆ Reduce installation “footprint” to save resources.

Public Law 101-510, as amended, directs the specific Base Realignment and Closure (BRAC) actions be completed within six-year periods. The purpose of BRAC actions is to realign organizations and streamline the Army’s infrastructure. Future BRAC savings will permit the Army to maintain its readiness, modernization, and quality of life programs in the 21st Century. BRAC supports the National Military Strategy by maintaining military effectiveness. Our strategy is to secure the required BRAC legislation and further streamline the Army’s infrastructure.

As the Army downsizes, the requirement for facilities is reduced. Currently the Army has substantial excess space. An integral part of reducing the “footprint” is the disposal of this unneeded space. A program to demolish excess facilities was established to effect this reduction. Our strategy is to consolidate activities on our installations and dispose of the unneeded facilities in order to reduce the amount of excess space to no more than 15% of assets on hand, which are supported by Army appropriated funds.

◆ Improve efficiency of installation support services through commercial activities cost competition studies.

The Commercial Activities Program enables the Army to obtain quality services and better efficiencies. It provides incentives for our in-house activities to streamline and reengineer their operations and reduce their operating costs to become more competitive with private suppliers. It also provides private competitors an opportunity to compete with one another, and with our in-house operations, to take on the business of providing our needed goods and services as economically as possible. Installation XXI will have a blend of government employees and contract personnel delivering services in a highly efficient manner.

Goal 7

Community Integration. Partner with local communities to enhance installation operations.

Installations of the future will rely on local communities to help provide or augment critical services and facilities. Shared use of libraries and other recreational facilities will help enhance the use of resources by both the installation and the local government.

Strategy

◆ Emphasize partnership with local communities.

In a world of continued resource constraints, the Army must maximize the potential of the private sector and local community support to enhance installation Morale, Welfare, and Recreation Program (MWR) operations and services. There is a broad range of possibilities. In some cases there may be agreements with existing local community facilities. Other situations may support private

sector capitalization and operation of services on installations. Still other situations may support joint development or funding of programs for both the installation and the community. The fundamental strategy is to use available private and community services or capital to leverage resources. Partnerships augment and extend MWR appropriated and nonappropriated fund programming. Installation XXI will fully integrate its community services with its surrounding communities with each sharing in the use of the others' assets.

Goal 8

Resource Management. Provide commanders the management information necessary to determine priorities.

Installation management decision making parallels that in the tactical environment. The final course of action outlines the main effort and those areas in which the commander assumes some risk. To determine the best course of action for an installation, the commander requires timely and accurate information that portrays performance against established standards and arrays costs and benefits. This information assists in the determination of priorities and allows continual monitoring of the process. Management tools (such as the Installation Status Report (ISR), Activity Based Costing (ABC), Service Based Costing (SBC), Standard Service Costing, (SSC), and the AIM-HI model) help the commander and the Army determine the need to shift resources from one area to another.

Strategies

- ◆ **Implement Installation Status Report and Standard Service Costing Army wide.**

A corporate view of installation level performance against Army-wide standards for infrastructure, environmental programs, and base support services provides common understanding of the true status of Army installations' abilities to support readiness and to meet assigned missions. This understanding among installation commanders, major commands, and the Department of the Army is essential to developing, recommending, and implementing policy and doctrine pertaining to the planning, programming, execution of resources used to operate Army installations worldwide. The Installation Status Report (ISR) Part I, II, and III, and the Standard Service Costing (SSC) support evaluation of training, mobilization, and quality of life collectively as key facets of readiness. Like the unit status report for the warfighter, this tool provides the commander with an objective statement as to his readiness and ability to accomplish his mission. Used worldwide, the ISR will provide the Army with a better overview of its infrastructure readiness. The outputs of the ISR will help define base operations OPTEMPO in a comparable manner to that used for tactical units.

In support of this information management effort, we will continue to conduct organizational assessments through the Army Communities of Excellence (ACOE) program using the Army Performance Improvement Criteria (APIC), a Baldrige-based assessment criteria (Malcolm Baldrige National Quality Award Criteria). This assessment will assist installations in managing change, balancing risks and providing continuous improvement in an ever changing world.

These tools provide commanders the management information necessary to set priorities that will enable them to meet the challenges of the 21st Century.

2025 - Installation After Next

The future offers great opportunities and uncertainties for the Nation. Warfare is changing with the explosive growth of technological change. Remarkable advances in information technology, stealth, and lethality hold untold potential and promise. We cannot know with certainty what our defense requirements will be in the future. However, through the Force XXI and Army Warfighting Experiment processes, we can foresee that land component operations in the 21st Century will be fully integrated with those of joint, multinational, and non-governmental partners. Through this partnership we will be an Army that achieves full-spectrum dominance in support of the Nation.

Army After Next requires the support and contributions of a future installation, Installation After Next. These installations will be structured and operated in such a manner as to effectively and efficiently raise, train, equip, deploy, sustain, and recover the force. Our installations and garrisons, like the force, must be the most technologically and structurally advanced that our resources will allow. They will not all be organized and structured the same. Each installation and garrison will have developed and implemented structures, practices, and procedures that best support its core mission. These installations and garrisons will represent the best efficiency and effectiveness needed to ensure continued mission accomplishment. The programs the

Army is currently pursuing to ensure the Army remains the most capable land component force in the world will have been implemented. Army After Next will be a reality. Our installation strategy must enhance the continuing priority of force readiness through adherence to best business practices, soldier and family support, and streamlined infrastructure.



Best Business Practices

Best business practices will be the norm in the Army. No longer relying solely on civilian commercial activities for examples and methods, the Army will routinely

develop procedures and processes that emulate the principals introduced by the Revolution in Business Affairs. Business operations will be conducted exclusively in the electronic environment. Activities such as personnel, logistics, contracting, transportation, housing, and financial transactions will be done without paper and delays. The saving, in time alone, will significantly reduce overhead, management infrastructure, and lead-time.

Soldier and Family Support

Soldier and family support will span the spectrum of organizational options. Driven by mission, location, resources and other factors, some installation activities and facilities will show little external difference from those of today and others will more

closely resemble a civilian community. The operation of these garrisons will be markedly different.

At installations with family housing, facility maintenance, and public works, contractors will provide operations. Dependent schools, commissaries, and exchanges may be replaced with civilian services. At some installations public works will come from the surrounding communities. On other installations, the military facilities and public works activities will be available to the surrounding civilian populace for a fee. The decision to operate or maintain base functions and activities will be driven by the mission of the installation garrison, the cost, and the needs of the soldier, their families and other eligible customers.

Resources, the needs of the customer base, and the availability of like activities in the surrounding communities will determine Morale, Welfare, and Recreation Program activities. Installations adjacent to large civilian populations offering adequate recreation and family support facilities may have little need for an extensive MWR network. At the opposite end of the spectrum will be remote installations that will require a full array of activities and facilities. On most 21st Century installations, a mix of military sponsored MWR and civilian activities will exist. Some of these activities will be shared between the military and the local community. The end state will be MWR activities and facilities that are efficient and effective in meeting the needs and

reasonable expectations of the soldier, their families, and authorized customers.

Streamline Infrastructure

Military activities on Installation After Next will be structured and organized to efficiently support the core mission. Many installations will look similar to the power projection platforms of today.

They will be autonomous compounds offering housing, sustainment facilities, public works, family support activities, training ranges, simulation facilities, and air and rail head activities. The Army will not operate all of these activities. Competitive sourcing



and privatization will seek to provide as many activities as operationally and economically feasible. These facilities will consist of headquarters and office buildings that support the mission of Army After Next. Soldiers and their families will continue to find non-duty support in the local civilian communities.

The enduring culture of the Army will be preserved. People are at the core of what the Army is and does - soldiers, their families, and civilians living and working in a values-based organization. The 21st Century installation garrison will be tailored, focused, efficient, and effective. It will be an installation garrison that supports the Army After Next.

Conclusion

Given the geopolitical environment and resource realities, the Army must continue to pursue needed change while retaining and reinforcing our historical ethos. Change will not be easy. It will take time and involve uncertainty. We will see both a cultural and organizational change. During this time clear and constant communication will be necessary to ensure everyone understands why the change is happening and how he or she will be affected. Installations and garrisons must change in concert with Army After Next.

Installation change is neither simple nor just a consolidation initiative. It is a new way of doing business to accomplish the mission and better serve the customer. Leaders, soldiers, and civilian employees must be trained in mission accomplishment, team skills, customer service, and business processes. Successful change requires leadership, vision, planning, sound processes, and most importantly, perseverance.

The Army will continue to respond to the entire spectrum of crisis from humanitarian assistance to fighting and winning our Nation's wars. Army XXI demands flexibility not only in its capability to re-

spond but in its support as well. The concepts and strategies envisioned in Installation Vision 2010 will enhance and empower the installation.

The Army and its installations have evolved for over 200 years with values, traditions, and a heritage that are uniquely American. From the first frontier post to today's largest installation, they have always provided for our soldiers, their families, and civilians. Our primary focus has always been on our soldiers and their families and this must not change. We

must continue to do our utmost to ensure our soldiers are trained and ready to respond to our Nation's needs. Installation XXI and Installation After Next will meet this challenge. Our Nation's most precious asset — our sons and daughters — deserve nothing less.

